
Department of General Services

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Table AM0-1

Description	FY 2015	FY 2016	FY 2017	% Change
	Actual	Approved	Proposed	from FY 2016
OPERATING BUDGET	\$423,275,462	\$464,752,558	\$465,706,956	0.2
FTEs	651.4	700.0	675.8	-3.5

The goal of the Department of General Services (DGS) is to ensure the delivery of new or modernized, well-equipped, well-maintained, safe and secure buildings and facilities for the benefit of District residents and employees. Further, the agency's mission is to promote the efficient and effective management of the District's real estate investments and interests through strategic portfolio management, construction, and facilities management. To this end, DGS will incorporate best management practices from both the public and private sectors where useful.

Summary of Services

DGS carries out a broad range of real estate management functions. In addition to managing capital improvement and construction programs for a variety of District government agencies, DGS also executes real property acquisitions by purchase or lease; disposes of property through sale, lease or other authorized method; manages space in buildings and adjacent areas; and provides building management services for facilities owned or operated by the District. Among the services provided are engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, and capital repairs and improvement. In all of its endeavors, DGS is dedicated to the following:

- Achieving Efficiency in Operations;
- Achieving Quality in Design and Execution;
- Achieving Excellence in Service and Maintenance;
- Delivering Secure and Safe Places of Work for District Employees; and
- Delivering Aggressive and Attentive Management of the District's Resources.

The agency's FY 2017 proposed budget is presented in the following tables:

FY 2017 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AM0-2 contains the proposed FY 2017 budget by revenue type compared to the FY 2016 approved budget. It also provides FY 2015 actual data.

Table AM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change*	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change
GENERAL FUND										
LOCAL FUNDS	286,950	317,877	314,156	-3,721	-1.2	642.2	667.5	640.3	-27.2	-4.1
SPECIAL PURPOSE REVENUE FUNDS	5,116	6,376	7,561	1,185	18.6	9.2	10.5	13.5	3.0	28.6
TOTAL FOR GENERAL FUND	292,066	324,253	321,717	-2,536	-0.8	651.4	678.0	653.8	-24.2	-3.6
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	131,209	140,500	143,990	3,490	2.5	0.0	22.0	22.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	131,209	140,500	143,990	3,490	2.5	0.0	22.0	22.0	0.0	0.0
GROSS FUNDS	423,275	464,753	465,707	954	0.2	651.4	700.0	675.8	-24.2	-3.5

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2017 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2017 Proposed Operating Budget, by Comptroller Source Group

Table AM0-3 contains the proposed FY 2017 budget at the Comptroller Source Group (object class) level compared to the FY 2016 approved budget. It also provides FY 2014 and FY 2015 actual expenditures.

Table AM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2014	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	40,587	40,044	44,925	44,125	-800	-1.8
12 - REGULAR PAY - OTHER	498	2,255	2,134	2,803	669	31.4
13 - ADDITIONAL GROSS PAY	1,291	1,932	1,490	1,490	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	9,523	10,124	11,116	12,220	1,104	9.9
15 - OVERTIME PAY	3,088	4,977	2,482	2,482	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	54,988	59,331	62,147	63,121	973	1.6
20 - SUPPLIES AND MATERIALS	5,451	4,111	5,118	3,870	-1,248	-24.4
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	91,643	85,355	99,972	105,503	5,532	5.5
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	76	169	190	174	-16	-8.7

Table AM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2014	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change*
32 - RENTALS - LAND AND STRUCTURES	121,696	127,646	157,678	163,398	5,720	3.6
33 - JANITORIAL SERVICES	0	137	0	0	0	N/A
34 - SECURITY SERVICES	0	27,625	29,345	32,526	3,181	10.8
35 - OCCUPANCY FIXED COSTS	0	62,994	82,611	73,414	-9,197	-11.1
40 - OTHER SERVICES AND CHARGES	8,102	11,027	12,659	11,495	-1,164	-9.2
41 - CONTRACTUAL SERVICES - OTHER	98,230	34,455	14,316	11,677	-2,639	-18.4
70 - EQUIPMENT AND EQUIPMENT RENTAL	524	438	716	530	-187	-26.1
80 - DEBT SERVICE	9,988	9,988	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	335,709	363,944	402,605	402,586	-19	0.0
GROSS FUNDS	390,696	423,275	464,753	465,707	954	0.2

*Percent change is based on whole dollars.

FY 2017 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AM0-4 contains the proposed FY 2017 budget by division/program and activity compared to the FY 2016 approved budget. It also provides FY 2015 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	863	986	992	6	8.8	10.0	9.0	-1.0
(1030) PROPERTY MGMT	400	363	371	8	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	1,050	997	1,102	105	3.9	3.0	4.0	1.0
(1045) LEGAL SERVICES	0	903	954	51	0.0	6.0	6.0	0.0
(1051) FINANCIAL SERVICES- PUBLIC EDUCATION	1,864	2,401	2,242	-159	14.7	16.0	15.0	-1.0
(1055) RISK MGMT	119	2	138	136	1.0	0.0	1.0	1.0
(1070) FLEET MGMT	1,478	1,466	1,653	187	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	777	545	827	282	2.9	2.0	5.0	3.0
(1090) PERFORMANCE MANAGEMENT	3,577	2,797	2,832	36	16.7	17.0	18.0	1.0
(1095) ENERGY MANAGEMENT	909	1,046	955	-91	4.9	5.0	4.0	-1.0
(1195) ENVIRONMENTAL- PUBLIC ED	534	667	658	-10	4.9	5.0	5.0	0.0
NO ACTIVITY ASSIGNED	2,394	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	13,964	12,174	12,723	550	57.8	64.0	67.0	3.0
(2000) ASSET MANAGEMENT								
(2001) LEASE MANAGEMENT	3,677	4,660	4,909	249	10.8	9.0	11.0	2.0
(2004) SWING SPACE FUNDING	2,165	1,638	1,567	-71	0.0	0.0	0.0	0.0
(2006) EASTERN MARKET	604	823	652	-171	0.6	1.0	4.0	3.0
(2101) REALTY- PUBLIC ED	403	454	486	32	4.9	5.0	5.0	0.0
SUBTOTAL (2000) ASSET MANAGEMENT	6,849	7,575	7,614	39	16.3	15.0	20.0	5.0

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016
(3000) FACILITY OPERATIONS								
(3001) POSTAL SERVICES	706	769	525	-245	5.9	6.0	5.0	-1.0
(3002) FACILITIES	68,513	83,682	77,987	-5,695	146.5	179.9	166.4	-13.5
(3004) PARKING	1,146	927	791	-136	1.0	1.0	1.0	0.0
(3005) RFK/DC ARMORY (NON-MILITARY) MAINTENANCE	2,899	2,429	1,101	-1,327	8.6	9.5	9.5	0.0
(3008) JANITORIAL SERVICES	366	475	477	2	5.9	6.0	6.0	0.0
(3009) FACILITIES- PUBLIC EDUCATION	34,809	31,580	26,984	-4,596	90.1	95.5	94.1	-1.4
(3010) FACILITIES - PARKS AND REC	17,528	17,552	16,596	-957	155.2	158.1	151.8	-6.3
(3012) FACILITIES- MPD	2,242	0	0	0	15.1	0.0	0.0	0.0
(3013) FACILITIES- FEMS	2,001	0	0	0	11.0	0.0	0.0	0.0
SUBTOTAL (3000) FACILITY OPERATIONS	130,211	137,414	124,460	-12,954	439.2	456.0	433.8	-22.2
(4000) PROTECTIVE SERVICES								
(4001) PROTECTIVE SERVICES	42,745	44,754	46,064	1,310	105.8	130.0	118.0	-12.0
SUBTOTAL (4000) PROTECTIVE SERVICES	42,745	44,754	46,064	1,310	105.8	130.0	118.0	-12.0
(5000) CONSTRUCTION SERVICES								
(5001) CONSTRUCTION SERVICES	5,324	2,085	2,980	895	12.7	11.0	16.0	5.0
(5010) OFFICE OF PLANNING	0	452	0	-452	0.0	3.0	0.0	-3.0
(5101) CONSTRUCTION DIVISION- PUBLIC ED	201	235	281	45	2.0	2.0	2.0	0.0
SUBTOTAL (5000) CONSTRUCTION SERVICES	5,525	2,773	3,261	488	14.7	16.0	18.0	2.0
(6000) CONTRACTING AND PROCUREMENT SERVICES								
(6001) CONTRACTING AND PROCUREMENT SERVICES	2,176	2,414	2,684	270	17.6	19.0	19.0	0.0
SUBTOTAL (6000) CONTRACTING AND PROCUREMENT SERVICES	2,176	2,414	2,684	270	17.6	19.0	19.0	0.0
(7000) ENERGY- CENTRALLY MANAGED								
(7001) AUTO FUEL	8,794	17,388	13,285	-4,103	0.0	0.0	0.0	0.0
(7002) HEATING FUEL	101	911	393	-519	0.0	0.0	0.0	0.0
(7003) NATURAL GAS	8,947	10,640	13,152	2,511	0.0	0.0	0.0	0.0
(7004) ELECTRICITY	48,958	50,237	50,535	298	0.0	0.0	0.0	0.0
(7005) STEAM	719	1,952	1,447	-505	0.0	0.0	0.0	0.0
(7006) WATER	16,073	16,272	21,475	5,203	0.0	0.0	0.0	0.0
(7007) SUSTAINABLE DC	1,653	2,570	5,217	2,647	0.0	0.0	0.0	0.0
SUBTOTAL (7000) ENERGY- CENTRALLY MANAGED	85,246	99,972	105,503	5,532	0.0	0.0	0.0	0.0

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016
(8000) RENT: IN-LEASE								
(8001) RENT: IN-LEASE	136,560	157,678	163,398	5,720	0.0	0.0	0.0	0.0
SUBTOTAL (8000) RENT: IN-LEASE	136,560	157,678	163,398	5,720	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	423,275	464,752	465,707	954	651.4	700.0	675.8	-24.2

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2017 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of General Services operates through the following 8 divisions:

Asset Management – plans and manages the District's real estate to achieve its highest and best use. This division engages in activities such as lease administration, allocation of owned and leased properties to District agencies, property acquisition and disposition, fixed cost forecasting for District facilities, and rent collection from entities leasing District-owned property.

This division contains the following 4 activities:

- **Lease Management (DGS Realty)** – provides space location and management services for District agencies in both owned and leased buildings;
- **Swing Space** – provides support for services associated with moving agencies from one space to another;
- **Eastern Market** – provides for the operations and management of Eastern Market through the revenue-generating Eastern Market Enterprise Fund; and
- **Public Education Realty** – provides asset management services to public and private entities, allowing access and utilization of school building and grounds by entering into use agreements, licenses, and lease agreements.

Facility Operations – is responsible for the day-to-day operation of many District-owned properties, vacant lots, and homeless shelters, and acts as a liaison for operating purposes between agencies and landlords in leased buildings by maintaining building assets and equipment; performing various repairs and nonstructural improvements; and providing janitorial, trash and recycling pickup, postal, and engineering services.

This division contains the following 7 activities:

- **Postal Services** – provides certain postal services to various District agencies in owned property;
- **Facilities/Occupancy** – includes costs associated with operating DGS-managed District buildings. Specifically, Facilities/Occupancy is responsible for elevator and fire alarm maintenance, landscape, air quality, pest control, HVAC and electrical repairs and maintenance, water treatment, salaries for these services, and other related building services contracts;

- **Parking** – provides parking space allocation services and parking revenue monitoring services to the District;
- **RFK/Armory** – provides facilities and security services for Robert F. Kennedy Memorial Stadium and the District of Columbia Armory (non-military portion) based on a Memorandum of Agreement with the District of Columbia Washington Convention and Sports Authority;
- **Janitorial Services** – includes costs associated with operating DGS-managed District buildings;
- **Facilities - Public Education** – includes facility maintenance and repair costs for the District of Columbia Public Schools (DCPS); and
- **Facilities - Parks and Recreation** – includes facility maintenance and repair costs for parks and recreation centers under the Department of Parks and Recreation (DPR).

Protective Services – includes the budget for the Protective Service Department (PSD). PSD provides 24-hour security and law enforcement services to government operations by protecting employees, resources, and facilities at District-owned and leased properties. Security includes patrol operations, contract security guard management, and electronic access control and security systems. PSD also assists District and federal agencies during special events and criminal investigations.

Construction Services – implements and manages the public building needs through the Capital Improvements Plan (CIP) for most District government agencies. The CIP outlines agencies' capital needs, including the rehabilitation of existing properties and construction of new facilities. This division ensures the timely and cost-effective delivery of superior quality engineering, design, and construction, as well as a variety of other technical services on all relevant capital development projects in the CIP.

This division contains the following 2 activities:

- **Construction Services** – houses the operating budget costs of the division including non-capital eligible positions and administrative costs; and
- **Public Education Construction Services** – houses the operating budget costs of the Public Education activity including non-capital eligible positions and administrative costs.

Contracting and Procurement – provides service and support to DGS (and other agencies as needed) in procuring goods and services that fall into the following categories: construction, architecture, and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); utility contracts; and security. Additionally, Contracting and Procurement is responsible for vertical construction procurements for any District agency without independent contracting authority.

Energy - Centrally Managed – contains the forecasted expenditures for utility and energy commodities purchased by DGS: fuel, natural gas, electricity, steam, and water.

This division contains the following 7 activities:

- **Auto Fuel** – includes forecasting for auto fuel expenditures. The District purchases four types of fuel - Oil, Unleaded Gasoline, E85 Ethanol, and Diesel Oil - that are used to fuel vehicles;
- **Heating Fuel** – includes forecasting expenditures for fuel used to heat facilities and to fuel generators;
- **Natural Gas** – includes forecasted natural gas expenditures;
- **Electricity** – includes forecasted electricity expenditures;
- **Steam** – includes forecasted steam expenditures;
- **Water** – includes forecasted water and sewer expenditures; and
- **Sustainability D.C.** – includes efficiency measures that both (a) reduce demand on resources and support a healthy, productive life for employees and citizens and (b) improve building performance and avoid excess energy consumption. Specific measures that reduce the demand on resources

involve enhanced waste diversion from landfills (e.g., recycling and composting), improved storm water management and water reuse, localized urban agriculture, and upgrades to the pedestrian-transit built environment. Specific measures that improve building performance involve capturing and managing highly granular data on building usage by zone, equipment schedules, and specific equipment performance data to guide preventative maintenance and system retrofits. In addition, waste management (including recycling) has been shifted from the facility division to the sustainability activity within the Energy division.

Rent: In-Lease – includes the budget for in-leasing space, which is the cost of leasing non-District government-owned buildings. Rent is comprised of four individual components: base rent, operating expenses, real estate tax, and parking. Each one of these four charges is unique to the terms and conditions of the lease agreement with each landlord.

Agency Management – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

Division Structure Change

The Department of General Services has no division structure changes in the FY 2017 proposed budget.

FY 2016 Approved Budget to FY 2017 Proposed Budget, by Revenue Type

Table AM0-5 itemizes the changes by revenue type between the FY 2016 approved budget and the FY 2017 proposed budget. For a more comprehensive explanation of changes, please see the FY 2017 Proposed Budget Changes section, which follows the table.

Table AM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2016 Approved Budget and FTE		317,877	667.5
Other CSFL Adjustments	Multiple Programs	39,194	0.0
LOCAL FUNDS: FY 2017 Current Services Funding Level (CSFL) Budget		357,071	667.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,122	0.2
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-2,859	0.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-26,785	0.0
LOCAL FUNDS: FY 2017 Agency Budget Submission		328,549	667.7
Enhance: To support the Pop Up Opportunity Center at Malcolm X	Multiple Programs	316	0.0
Reduce: To align Occupancy and Security costs with revised estimates	Multiple Programs	-3,000	0.0
LOCAL FUNDS: FY 2017 Mayor's Proposed Budget		325,865	667.7
Enhance: To support the family homeless shelter construction project	Construction Services	500	4.0
Enhance: To support the Urban Farming program	Asset Management	68	1.0
Reduce: To align Fixed Costs with proposed estimates	Energy- Centrally Managed	-1,449	0.0
Reduce: To align Fixed Costs with proposed estimates	Protective Services	-1,792	0.0
Reduce: To recognize savings from salary lapse and a reduction in FTEs	Multiple Programs	-3,080	-32.4
Reduce: To align Fixed Costs with proposed estimates	Facility Operations	-5,955	0.0
LOCAL FUNDS: FY 2017 District's Proposed Budget		314,156	640.3
SPECIAL PURPOSE REVENUE FUNDS: FY 2016 Approved Budget and FTE		6,376	10.5
Increase: To align budget with projected revenues	Multiple Programs	1,185	3.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Agency Budget Submission		7,561	13.5
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Mayor's Proposed Budget		7,561	13.5
No Change		0	0.0

Table AM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 District's Proposed Budget		7,561	13.5
INTRA-DISTRICT FUNDS: FY 2016 Approved Budget and FTE		140,500	22.0
Increase: To align budget with projected revenues	Multiple Programs	3,490	0.0
INTRA-DISTRICT FUNDS: FY 2017 Agency Budget Submission		143,990	22.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2017 Mayor's Proposed Budget		143,990	22.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2017 District's Proposed Budget		143,990	22.0
GROSS FOR AM0 - DEPARTMENT OF GENERAL SERVICES		465,707	675.8

(Change is calculated by whole numbers and numbers may not add up due to rounding)

FY 2017 Proposed Budget Changes

The Department of General Services' (DGS) proposed FY 2017 gross budget is \$465,706,956, which represents a 0.2 percent increase over its FY 2016 approved gross budget of \$464,752,558. The budget is comprised of \$314,156,024 in Local funds, \$7,561,144 in Special Purpose Revenue funds, and \$143,989,788 in Intra-District funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2016 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2017 CSFL adjustments to the FY 2016 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DGS' FY 2017 CSFL budget is \$357,070,886, which represents a \$39,193,901, or 12.3 percent, increase over the FY 2016 approved Local funds budget of \$317,876,985.

CSFL Assumptions

The FY 2017 CSFL calculated for DGS included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$2,012,282 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, the impact of cost-of-living adjustments, and approved compensation agreements, and an increase of \$573,094 in nonpersonal services based on the Consumer Price Index factor of 2.3 percent.

CSFL funding for DGS also includes an increase of \$36,608,525 for the Fixed Costs Inflation Factor, to account for adjustments to cover projected costs for centralized Fixed Costs management District-wide.

Agency Budget Submission

Increase: The Local funds budget proposal for the Department of General Services reflects an increase of \$1,121,805 and 0.2 Full-Time Equivalent position (FTE) across multiple divisions to cover projected salary step increases and Fringe Benefits costs.

In Special Purpose Revenue funds, the proposed DGS budget includes an increase of \$1,185,304 and 3.0 FTEs across multiple divisions. This adjustment primarily aligns Contractual Services funding with projected revenues forecasted for the Eastern Market Enterprise, the Robert F. Kennedy Memorial

Stadium maintenance, and the Utility Payment for non-District agencies' funds. Also, the additional 3.0 FTEs reflects the conversion of contractual support staff in Eastern Market operations to District employees.

In Intra-District funds, the proposed budget includes an increase of \$3,490,055. This adjustment is primarily based on revised agreements for certain District agencies' Fixed Costs charges. DGS maintains Memoranda of Understanding with agencies that have the authority to budget for certain fixed cost commodities. DGS makes payments on behalf of these agencies and charges them for this service.

Decrease: The proposed Local funds budget reflects a decrease of \$2,858,815 across agency divisions due to savings in certain contracts, office supplies, planned equipment purchases, and other nonpersonal services categories. In addition, the proposed Local funds budget reflects a decrease of \$26,785,085 because of projected savings in District-wide Fixed Costs spending based on revised estimates and a projected decrease in usage within some commodities.

Mayor's Proposed Budget

Enhance: The Local funds budget proposal reflects an increase of \$316,132 across multiple divisions to cover DGS' portion of costs related to funding for the Pop-Up Opportunity Center at Malcolm X park.

Reduce: DGS' proposed budget in Local funds reflects a decrease of \$3,000,000 due to savings mainly projected in District-wide Fixed Costs based on revised estimates for Occupancy and Security costs.

District's Proposed Budget

Enhance: The Local funds budget proposal includes increases of \$500,000 and 4.0 FTEs in the Construction Services division to support the family homeless shelter construction project, and \$67,845 and 1.0 FTE in the Asset Management division to support the Urban Farming program.

Reduce: The proposed budget in Local funds includes reductions of \$1,449,000 in the Energy-Centrally Managed division to reflect revised projections in District-wide Fixed Costs estimates, and \$1,792,483 in the Protective Services division based on revised projections for Security Services. Further adjustments in Local funds include reductions of \$3,080,261 due to the elimination of 32.4 vacant FTEs as well as projected salary lapse savings; and \$5,955,000 in the Facility Operations division to reflect revised District-wide Fixed Costs estimates for Occupancy.

Agency Performance Plan*

Department of General Services (DGS) has the following strategic objectives for FY 2017:

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its Mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

1. Ensure that DGS efficiently and effectively manages the planning, modernization, new construction and renovation projects for the District (public safety, municipal, education, and recreation).
2. Provide a clean, safe and operational work environment for District agencies through effective and efficient facility management and maintenance.
3. Manage and provide security and law enforcement at District owned and leased properties, to ensure the safety of employees, residents, and visitors at those facilities.
4. Create and maintain a highly efficient, transparent, and responsive District government. **

Activities

Activities include the work that happens on a daily basis to help achieve the strategic objectives. Activity names come from the Budget line items. This is further divided into “daily services” (ex. sanitation disposal), and long-term “key projects” that are high profile, one-time and span several years, (ex. redevelopment of Walter Reed Army Medical Center). Many agencies will mostly have daily services, whereas some agencies that are more capital-based will have several key projects.

1. Ensure that DGS efficiently and effectively manages the planning, modernization, new construction and renovation projects for the District (public safety, municipal, education, and recreation). (4 Activities)

Activity Title	Activity Description	Type of Activity
Construction Services	Provide project management services over design and construction activities.	Daily Service
Construction Services	Perform existing conditions assessments.	Daily Service
Construction Services	Project closures and document completions for end users.	Daily Service
Construction Division – Public Education	School Modernization, Renovations, and Improvements.	Key Project

2. Provide a clean, safe and operational work environment for District agencies through effective and efficient facility management and maintenance. (7 Activities)

Activity Title	Activity Description	Type of Activity
Facilities	Receive, issue and complete work orders.	Daily Service
Facilities	Snow removal at schools and District buildings.	Daily Service
Facilities	Provide maintenance and repair services for DC Public Schools, Parks and Recreation and District buildings managed by DGS.	Daily Service
Facilities	Provide parking space allocation services.	Daily Service
Facilities	Provide postal services to some District buildings.	Daily Service
Facilities	Provide janitorial services.	Daily Service
Facilities	Implement and monitor the indoor air quality.	Daily Service

3. Manage and provide security and law enforcement at District owned and leased properties, to ensure the safety of employees, residents and visitors at those facilities. (7 Activities)

Activity Title	Activity Description	Type of Activity
Protective Services	Managing and providing security at District owned and leased properties.	Daily Service
Protective Services	Enforcing Post Orders Compliance Review at all Protective Services Division (PSD) facilities.	Daily Service
Protective Services	Monitoring and responding to security guard contracting issues.	Daily Service
Protective Services	Monitoring security systems.	Daily Service
Protective Services	Execute direct staffing at critical locations.	Daily Service
Protective Services	Managing Security guard contract.	Daily Service
Protective Services	Conduct required training for all eligible officers.	Daily Service

4. Create and maintain a highly efficient, transparent and responsive District government ** (16 Activities)

Activity Title	Activity Description	Type of Activity
Information Technology	Training workforce on inhouse IT applications.	Key Project
Personnel	Performance management.	Key Project
Energy Management	Contract management..	Daily Service
Energy Management	Bill management.	Daily Service
Lease Management	Allocation of owned and leased properties to District agencies.	Daily Service
Lease Management	Collection rent from entities leasing District-owned property.	Daily Service
Information Technology	Monitor agency performance and reporting.	Daily Service
Contracting and Procurement Services	Training workforce on inhouse IT applications.	Key Project
Contracting and Procurement Services	Produce the Contract Action Report (CAR).	Daily Service

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**4. Create and maintain a highly efficient, transparent and responsive District government
** (16 Activities) (Continued)**

Activity Title	Activity Description	Type of Activity
Contracting and Procurement Services	Coordinate all Acquisition Planning and Execution activities.	Daily Service
Contracting and Procurement Services	Maintain the file room and contract files.	Daily Service
Contracting and Procurement Services	Assume lead for all matters related to vendor dispute resolution.	Daily Service
Contracting and Procurement Services	Prepare Invoices and release documents for Direct Vouchers.	Daily Service
Contracting and Procurement Services	Create, prepare, and modify small and large purchase contract files.	Daily Service
Contracting and Procurement Services	Perform operational reviews and assessments of procurement actions.	Daily Service

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome oriented and should be used to answer the question, “What does the agency need to measure to determine success?”

**1. Ensure that DGS efficiently and effectively manages the planning, modernization, new construction and renovation projects for the District (public safety, municipal, education and recreation).
(5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of construction projects on schedule		97%	94.3%	90%	90%	90%
Percent of construction projects on budget		97%	96.2%	90%	90%	90%
Percent of eligible active construction projects that are tracking Leadership in Energy and Environment (LEED) Silver or better		90%	7.6%	90%	90%	90%
Percent of eligible active construction projects that are tracking higher than LEED Silver which is Gold or Platinum		6%	6.37%	5%	5%	5%
Percent of eligible active education construction projects that are tracking LEED Silver [Sustainable DC Plan: BE 3.5]		22%	53.3%	25%	25%	25%

2. Provide a clean, safe and operational work environment for District agencies through effective and efficient facility management and maintenance. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Emergency maintenance requests responded to within 2 hours		Not available	Not available	Not available	Not available	Not available
Percent of outdoor swimming pools operational by opening day		Not available	Not available	Not available	Not available	Not available
Number of emergency work orders completed within 5 days		4,311	3,189	2,500	Not available	2,500
Average number of days to complete new work orders		13.5	20.4	11	11	11
Percent of facilities with Boilers operational and certified by Department of Consumer and Regulatory Affairs (DCRA) by September 30th		58%	100%	100%	100%	100%
Average cost of consolidated maintenance for modernized building		Not available	Not available	Not available	Not available	Not available
Average cost of maintenance for non-consolidated maintenance modernized building		Not available	Not available	Not available	Not available	Not available

3. Manage and provide security and law enforcement at District owned and leased properties, to ensure the safety of employees, residents and visitors at those facilities. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Number of Access Control Guard Post Inspections (compliance check)		169	468	72	84	96
Number of Screening Posts Inspection (e.g. Xray and magnetometer)		101	86	80	80	80
Percent of eligible officers receiving training and retraining as scheduled		94%	100%	90%	90%	90%
Percent of working alarms and CCTV cameras		100%	99%	90%	90%	90%

4. Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of DGS Employees trained in Customer Service Standards		53%	10.9%	80%	90%	90%
Percent of customer service complaints and inquiries resolved within 30 days		83%	77.9%	95%	95%	95%
Contracts/Procurement Expendable Budget spent on Certified Business Enterprises	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Contracts/Procurement Contracts lapsed into retroactive status	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Budget Local funds unspent	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Budget Federal Funds returned	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Customer Service Meeting Service Level Agreements	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Vacancy Rate	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Employee District residency	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Employee Onboard Time	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Performance Management Employee Performance Plan Completion	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Total dollar amount paid for leased space		\$131,821,060	\$136,698,345	\$139,741,942	\$143,934,200	\$148,255,225
Percent of rent due actually collected		102%	181.7%	96%	96%	96%
Percent of office space leased versus owned		49%	49%	45%	45%	45%
Vacancy rate of leased space		1%	1%	2%	2%	2%
District actual rent as a percent of market		90%	130.26%	93%	94%	95%
Total revenue generated from District owned assets		\$15,799,511	\$42,564,237	\$14,565,125	\$15,002,079	\$15,542,141
Percent of dollars awarded to CSBE firms (Capital)		67%	55.5%	50%	50%	50%
Percent of dollars awarded to Certified Small Business Enterprise (CSBE) firms (Operating)		72%	30.3%	50%	50%	50%
Total dollar of operating contracts available for CSBE award		\$19,800,000	\$85,100,000	\$25,000,000	\$25,000,000	\$25,000,000

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4. Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)
(Continued)**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Total dollar of capital contracts available for CSBE award		\$133,700,000	\$52,000,000	\$100,000,000	\$100,000,000	\$100,000,000
Average processing time for a Request for Proposal (RFP) under \$1 million (in days)		96	78.2	105	105	105
Average processing time for a RFP more than \$1 million (in days)		Not available	Not available	Not available	Not available	Not available
Average processing time for small purchases under \$10,000 (Business Days)		5	5.9	5	5	5
Average processing time for small purchases from \$10,001 to \$100,000 (Business Days)		7.5	10.2	10	10	10
Reduce portfolio energy consumption (MWh)		378,000	Not available	Not available	Not available	Not available
Reduce portfolio water consumption (CCF)		Not available	682,014	Not available	3.5%	3.5%
Reduce portfolio waste generation (tons)		Not available	10,105	Not available	3.5%	3.5%
Reduce portfolio greenhouse gas emissions (tons)		Not available	5%	5%	20%	3.5%

Performance Plan End Notes:

*For more information about the new structure and components of FY 2017 draft performance plans, please see the FY 2017 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

***Key Performance Indicators that are new may not have historical data and may only have FY 2017 targets.